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Director of Logistics  
1206 Ames

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I am attaching a copy of recommendation No. 1 extracted from the Inspector General's report of the Survey of the Office of Personnel for your information and action. May I have your comments by 18 June in order that we may prepare a suitable reply to the Executive Director-Comptroller.

You will also find attached paragraphs of interest to you and about which you may wish to comment even though the report contains no specific recommendation for action.

(signed) John W. Coffey

John W. Coffey

10 MAY 1971

Deputy Director for Support, 7D-18

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25X1

SOS/DD/S:  bbt (6 May 71)

Distribution:

Orig - Adse w/att

- ✓ - DD/S Subject w/att (extracts - paras 3, 4, 5, 6, pp. 10, 11 & 12 plus two pp. tabulating OMS & OP space, para 59, p. 53 & para 52, p. 108)
- 1 - DD/S Chrono
- 1 - SOS Chrono

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## INSPECTOR GENERAL'S SURVEY OF THE OFFICE OF PERSONNEL

April 1971

### E-X-T-R-A-C-T

#### Space

"3. One of the most apparent problems confronting the Office of Personnel is space. There is a lack of space in those locations specifically designed for handling people-oriented activities of the office. Tab A illustrates the present area allocated to each of the major elements of the Office of Personnel. This pictures the quantity, and indicates a less than adequate allocation in some areas. It does not speak to the quality, which is drab and unsuitable to the function in far too many cases. (p. 10)

4. Those spaces of the Office of Personnel which are utilized in meeting people and solving their personal problems universally lack privacy and are overpopulated and cheerless. The Retirement Division is located away from the main building in a site which is inconvenient and time-consuming to reach. The Special Assistant, who deals exclusively with adverse action separations, occupies space remote from most of the people of the Agency. (p. 11)

5. The Office of Medical Services also relates to the employee in important and confidential matters. Tab B illustrates for purposes of comparison the space allocation for Medical Services. We believe the figures speak for themselves. Consultation with Medical Services is routine and

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generally accepted by all. A great many of the instances in which the employee consults with the Office of Personnel, however, involve serious personal problems or a breakdown in communication and understanding between the individual and his Career Service. There is an underlying emotion in almost all such situations that should be dealt with in surroundings of calm and privacy.

Recommendation No. 1

That the Deputy Director for Support review the space priorities of the Support components and make such moves as are needed to provide adequate, suitable space to the Office of Personnel at the headquarters building. The aim should be to centralize those services concerned directly with people and their problems at the expense of those, including programs of the Office of Personnel, concerned with the manipulation of things. Particular emphasis should be placed on the accessibility and decor of the facilities provided. (p. 11)

6. Lack of adequate janitorial and related support services in the Magazine building proved to be the single most frequently cited source of irritation we encountered during our review of the space situation in the Rosslyn area. Most employees in the Rosslyn buildings had simply given up on the issue of parking space. We found no reason to doubt the assertions that were made to us by employees working in the Magazine building that rest rooms are frequently out of supplies, floors go uncleaned for long periods, air conditioning filters are not replaced, and venetian blinds and walls are visibly filthy. The situation deserves the term disgraceful, and we agree that the staff is fully justified in their indignation.

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We discussed the situation with the Director of Logistics, who reported that the Agency and the General Services Administration had sought redress on many occasions without success. A new review of the situation was begun in March 1971, looking to possible relocation of Agency tenants from the Magazine building."(p. 12)

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OFFICE OF MEDICAL SERVICES  
(Average Square Foot Per Person)

Office of the Director  
Selection and Processing Division  
SA - Process and Selection  
Selection and Processing  
Psychiatric Staff  
Psychological Services  
Reception Area  
Field Support Staff  
Support Division  
Clinical Division  
  
ALL SPACE

25X1

S E C R E T

OFFICE OF PERSONNEL  
(Average Square Foot Per Person)

Office of the Director

SA-Placement Division

Recruitment and Placement/WARO

Recruitment Division

Personal Affairs Branch

Special Activities Staff

SA-Contract Personnel Division

Retirement Affairs Division

Retirement O.P.S. Branch

SA-Central Processing

Insurance Branch

Credit Union\*

ALL SPACE

25X1

\*Excludes lobby area of 600 square feet.

Staff Personnel Division

25X1

Facilities

"59. Space in the Ames Building devoted to clerical processing activities is generally adequate. It is utilized to capacity in the peak periods of spring and fall. We did find the facilities painfully functional and drab. This combined with lengthy clearance times, lack of interesting work, and the accommodation problems [ ] led us to the 25X1 conclusion that the Agency ought to make a greater effort to create a favorable initial impression of itself among so large and so young a segment of its employees. We strongly recommend that the Office of Personnel secure the services of an interior decorator consultant and spend a modest sum in improving the appearance and appeal of [ ]" (p. 53)

Benefits and Services Division

Northwest Federal Credit Union

"52. We found during our inspection that the Credit Union staff works well together and shows good poise under pressure. There is a substantial mix of veterans on the roster, and they contribute stability to what seemed on the surface to be a scene of considerable confusion. The key to this situation is space. The Credit Union quarters were laid out for 16 employees in 1963 when the move to Langley took place, and today they accommodate 28 on regular workdays and 32 on paydays. There are 24 full-time employees and 10 part-timers on the Credit Union payroll, all funded out of the loan operations. The part-timers are wives of Agency

employees who work on paydays and in other similar situations. Work pressures in the loan department are such as to indicate that another counsellor, a typist, and a telephone receptionist are needed." (p. 108)

E-X-T-R-A-C-T

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**Director of Medical Services  
1D-4060**

I am attaching a copy of recommendation No. 10 extracted from the Inspector General's report of the Survey of the Office of Personnel for your information and action. May I have your comments by 18 June in order that we may prepare a suitable reply to the Executive Director-Comptroller.

You will also find attached paragraphs of interest to you and about which you may wish to comment even though the report contains no specific recommendation for action.

(Signed) John W. Coffey

**John W. Coffey**

**10 MAY 1971**

**Deputy Director for Support, 7D-18**

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## INSPECTOR GENERAL'S SURVEY OF THE OFFICE OF PERSONNEL

April 1971

### E-X-T-R-A-C-T

#### Special Activities Staff

"28. Having reached this general conclusion, we hasten to add that CIA can still do a great deal to improve its performance in handling employee suitability problems and that SAS shares the responsibility for achieving improvement. First of all we would like to see the Psychological Services Staff/OMS do more follow-up studies of suitability cases. After all, 141 adverse action cases in FY-1970 represented 7.5 percent of all separations. There are obviously many more cases in the pipeline for everyone that has moved into the terminal stage. All of these employees had some EOD personality testing and evaluation. Improvement in the predictive value of initial testing would obviously pay rich dividends in reducing processing and management costs. (p. 22)

30. We would like to see the Special Activities Staff, with the collaboration of the Office of Medical Services when appropriate, communicate its experience and advice to supervisors and personnel officers concerning frequently occurring categories of personnel problems. We have in mind alcoholism, poor performance related to lack of motivation or immaturity,

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and how to recognize physical and mental health problems that invite the assistance of the medical staff." (p. 23)

Staff Personnel Division

Recruitment of Clericals

"52. We talked to many people about further measures that might be applied to reduce the Agency's disqualification and attrition rates. We identified several practices that we would like to see applied. The first is increased use of the pre-employment medical examination. We think that the Agency should contract for examination services in key cities and pay the expenses of applicant travel to such examination points. This would entail some increase in operating expenses, but there would be many compensations. There are severe psychic costs to the individual applicant when, due to medical problems during the post-EOD examination, he or she is held in the ☐ pool for four months or more without explanation and long after most EOD companions have been assigned. Secondly, we believe that clerical recruitment should be concentrated on the East Coast and that it should be performed by recruiters on TDY trips from headquarters. The excellent record of the Washington Area Recruitment Office located in Rosslyn suggests that there is a sharp gain in discrimination with increased awareness and 'feel' for headquarters problems. We think the system ought to pay more attention to the applicant's high school performance record. Because of the inherent limitations in all such indicators, we would experiment and sample here rather

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than aiming at full coverage of transcripts. Certainly high school transcripts should be requested in all cases of reasonable doubt. The correlation between high school record and successful clerical performance is little understood at the present time, and we ought to determine what it is and how we might be guided by it." (p. 48)

#### Processing Problems

"55. In the case of medical processing we found that OMS has traditionally insisted on performing physical examinations at headquarters. Given this policy and the maintenance of only enough doctors on contract to perform 24 examinations per day, it developed that EOD rates for clerical employees, professionals, and employees processing for overseas were regularly overloading the system during peak periods and delaying many clerical physical examinations until the third week of processing. It appeared to us that only a minority of these delayed cases could hope to clear the system in six weeks. We have already commented that pre-employment medical examinations would reduce workload on the entire clearance system, and it is evident that such a policy would shorten processing time through  To the extent that pre-employment physicals prove infeasible, we recommend that OMS build up its roster of contract physicians to guarantee first week examinations for EOD clericals." (p. 50)

#### Recommendation No. 10

"That the Director of Medical Services adopt a policy of pre-EOD medical examinations for clerical applicants." (p. 57)

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Director of Security 4E-60

The Inspector General has recently completed a Report of Survey of the Office of Personnel. While the report contains no specific recommendations requiring your action, some paragraphs contain observations which will be of interest to you. If you choose to comment please do so before 18 June so we can incorporate your comments in our response to the Executive Director-Comptroller.

(signed) John W. Coffey  
John W. Coffey

10 MAY 1971

Deputy Director for Support, 7D-18

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Same routing slip sent to D/SIPS w/extract - para 6, p. 64; para 9, p. 66; Rec No. 13 & No. 14 p. 71; para 21, p. 72; para 22, p. 73; paras 37-42

INSPECTOR GENERAL'S SURVEY OF THE OFFICE OF PERSONNEL

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Staff Personnel Division

Processing Problems

"53. The CAB management now aims to process clerical employees through the system in six weeks or less in contrast to the 1970 average of approximately ten weeks. Individuals who EOD with full security clearance, pre-employment medical examination, and acceptable typing scores, will often clear the system in three weeks. Candidates brought into ☐ on provisional clearances are at the mercy of many variables and may well spend three or four months in processing. (p. 49)

54. We found that field security investigations continue to be very time consuming, but we made no detailed investigation of the reasons behind the present situation. In a large sample of 1970 processing experience we found that 281 or just over 40 percent of 693 clerical applicants put in process between 1 January and 31 August 1970 required more than 120 days of security processing." (p. 49)

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## INSPECTOR GENERAL'S SURVEY OF THE OFFICE OF PERSONNEL

April 1971

### E-X-T-R-A-C-T

#### The Plans and Review Staffs

"6. The facts of specialization, however, do not preclude the presence of problems of system design throughout the OP components, nor prevent collaboration among components on problems that require a variety of skills for solution. We were impressed, for example, with the accomplishments and the quality of the expertise in personnel administration matters that had been amassed among the SP careerists on the SIPS staff. After the SIPS plan becomes operational, this expertise should be returned to the Office of Personnel to work on evolving operational problems. We also noted during the inspection the existence in many OP shops of problems concerning forms, files, work flow, and the acquisition of office equipment. The Office of Personnel should maintain some centralized expertise in these fields, if only to ensure that lively contact is maintained with the many other parts of the Agency where useful knowledge and experience are being acquired. (p. 64)

9. In sum, the Director of Personnel needs in his own office a better defined and more versatile capability to deal with a wide range of questions. Internally, these have to do with system, method, equipment, and forthcoming articulation with SIPS automation. Externally, they center on innovative relationship with the operating components and career service management of the Agency.

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These objectives can be best served through a Planning and Systems Staff consolidating the capabilities of the three existing components--Plans Staff, Review Staff, SIPS Systems Staff (personnel)--and adding new skills relating to equipment and work methods. The new staff should use small task forces that draw on appropriate skills from operating components. Project objectives should be explicit and limited. Deadlines should be short. There should be rotation of personnel on a two to four year schedule for most staff positions. The size of the staff should be held to about the present level of ten to twelve people."(p. 66)

Recommendation No. 13

"That the Director of Personnel assemble his Plans and Review Staffs and his SIPS systems personnel, when available, into a consolidated Planning and Systems Staff attached to his immediate office."(p. 66)

Recommendation No. 14

"That the Director of Personnel initiate prompt action to ensure positive and continuous control and location of all Official Personnel Files. This should include scheduled physical inventory of files to verify location and control records. " (p. 71)



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Control Division

Statistical Reporting Branch

"21. The branch lies squarely in the path of the DDS Support Information Processing System (SIPS), and its major subdevelopment known as the Manpower Control System. Present-day reporting services are scheduled to transfer to SIPS data management centers during the latter half of 1972. The users of such present-day statistical reports as the Position Control Register, the monthly separation report, or the fitness reporting schedule may initially detect little change in the product under SIPS aegis. The SIPS objectives rather have been concerned with rationalizing data input and internal computer operations as the means of changing consumer habits. Duplicative input of data will be reduced to an absolute minimum throughout the Office of Personnel. Given more efficient, versatile computer equipment and programs the user should see a dramatic speedup in service. Given reliability of access he should become willing to dispense with today's large, slow, and expensive flow of standard reports and learn to ask the computer only for what he needs at the time he needs it. The SIPS data management centers will require staff well trained in data retrieval procedures, and SRB staff are logical candidates for such assignments given some upgrading in staff skills. We think that planning for the reassignment and the retraining of SRB personnel ought to get under

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way in 1971.

22. The SIPS Staff has performed exhaustive review and revision of the SRB standard reports with the following results to date:

Reports deleted	191
Reports revised	108
Reports unchanged	35
Reports added	85

There are a good many reports dealing for example with qualifications inventory, career trainees, and the CIA Retirement and Disability System that remain to be studied. Reexamination of the validity of products is often cited as one of the principal sources of benefit from automation projects. We think that the SIPS analysts have indeed made an excellent contribution to the management and future content of statistics in the Office of Personnel. We did not inspect the SIPS project itself and indeed considered that it would be inadvisable to do so during the next 18 months in view of the complexity of the hardware and software developments now under way. Similarly, we have not proposed major changes in existing SRB operations when these are due to change so drastically in the near future. We do recommend that SRB, backed by the Director of Personnel, appeal to operating components to reduce their requirements for standard reporting to an absolute minimum during the next 18 months in order to free SRB personnel for conversion preparations. Frequency of

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reporting should be reduced, e.g., from monthly to quarterly during the conversion period. SRB maintains a master library of current reports, and requesting components should be asked to cancel their existing requirements wherever possible and to use the reports in the SRB library or to make Xerox copies of them at their own expense."

Benefits and Services Division

Insurance Branch

"37. The Insurance Branch was the target of multiple reviews and investigations during 1970. The SIPS Staff was active throughout the year in developing the design requirements for PERINSUR, the insurance data processing plan. The Audit Staff completed a regular visit, and the IG inspection occurred during the last months of the year. In general, the branch came through these investigations with good to excellent marks. In the case of PERINSUR, the branch found itself in general agreement with the objectives if more hopeful than confident in the short run concerning the specific plans for use of the computer in Agency insurance operations.

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38. The branch staff [ ] is organized into [ ]  
[ ] and is manned by veteran supervisors, a small number of specialist technicians, and a journeyman corps at the GS-7 level which is subject to a fairly high rate of turnover. The staff processed 18,382 hospitalization and medical claims, nearly 7,000 term life insurance policies controlled, and a host of lesser plans and services provided during the latest reporting year.

39. There is a wide and attractive choice of insurance plans available to Agency personnel in the categories of life, health, and travel insurance coverage appropriate to an Agency operating overseas and placing more than average emphasis on youth. Cover considerations complicate the insurance services significantly and make it appropriate that CIA bear a considerable portion of overhead costs. Currently [ ] positions are Government funded, and the balance [ ] are reimbursed from GERA operations.

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40. The insurance business generates a deluge of statistics with most categories of reporting dependent on comparative data from earlier periods to permit identification of problems and trends. Summary statistical data on operations appeared generally satisfactory, but we found in this present-day pre-SIPS world that many questions concerning characteristics of policyholders and patterns of claims experience could not be answered without long and tedious manual labor. Present-day machine support for the Insurance Branch is acknowledged to be a hodgepodge of primitive systems, many still based on punched cards.

41. The key features of the SIPS insurance automation plan are readily summarized. It proposes to concentrate initially on policy and premium management and to leave the field of claims processing for investigation at a later date. Four plans including UBLIC, WAEPA, Contract Life, and Income Replacement are to be converted to biweekly payroll deduction for the collection of premiums; Flight and Accident Policy and Dread Disease are to shift to an annual payroll deduction plan. An individual's insurance record will be available for on-line query from remote access equipment. Computer records will be updated daily, and each policyholder will receive an annual statement of coverage and beneficiaries.

42. The obvious and proved utility of automation in the insurance industry prompts the observation that SIPS involvement has imposed

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long delays in the automation of the Insurance Branch. The system now proposed ought to have been introduced years ago. There are a comparatively small number of elements of information to be managed in the typical insurance record, and most of these are of no utility elsewhere in the Office of Personnel or in the DDS. The extension of payroll deduction to other life insurance plans was proved feasible long ago with FEGLI life insurance and the Agency's hospitalization plan. Even the proposed implementation of PERINSUR may still lie several years in the future should the SIPS hardware or the software package (GIMS) encounter significant debugging problems."

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